Streamlined approach to IE governance

Strong governance is one of the key conditions required for a well-managed organization. As part of the Defence Renewal initiatives, establishing a streamlined governance design is a key objective.

Achieving this objective requires that the right committees are established, with the right members, to address the right topics. With all the recent changes in ADM(IE) (the centralization of real property, a major reorganization, and Defence Renewal) it naturally follows that changes to the governance structure would be needed.

This year ADM(IE) is in the process of standing up new governance bodies to lead the way forward, as well as optimizing the overall governance design. The senior most decision-making body, the Infrastructure and Environment Board (IEB), which replaces the Infrastructure and Environment Oversight Committee (IEOC), met for the first time in April. The IEB has approved moving ahead with the four subcommittees that will report to it directly.
**Infrastructure and Environment Strategic Council (IESC)**

The IESC ensures alignment with other government departments and departmental direction. It provides strategic advice, guidance and oversight of governance, processes, change initiatives and strategies. This council will meet as required.

**Infrastructure and Environment Portfolio Management Committee (IEPMC)**

The IEPMC ensures that the real property portfolio is aligned with Canadian Armed Forces requirements at the strategic level, and provides oversight of portfolio planning, prioritization and program development. With Co-Chairs Director General Portfolio Requirements, and Director General IE Engineering Services, this committee will also align the objectives of these two organizations. This committee met for the first time in April.

**Real Property Operations Committee (RPOC)**

The RPOC provides collective recommendations and feedback on priorities and performance of projects and service delivery activities to Comd RP Ops Gp. This committee met for the first time in August.

**Infrastructure and Environment Strategic Management Committee (IESMC)**

The IESMC provides leadership and oversight of IE strategies, policies, processes, functional direction and compliance. This committee met for the first time in September.

A new [IE Governance SharePoint](#) site has been set up, where each new governance body will post meeting agendas, documents, and records of discussion.

The Chairs of each of these new governance bodies are reviewing their current cadre of subcommittees and working groups with an eye to streamlining IE governance, and to ensure that issues being discussed at the working level have the senior visibility needed to move objectives forward.

Much of the work done in ADM(IE) would not be possible without existing networks of experts within DND/CAF and across Government. ADM(IE) hopes to leverage communities of practice, discussion boards, wikis and other technological tools to connect people with information, and to connect decision makers with those that advise. This will allow for more transparent and engaged conversations about what matters. Thus, the formal governance structure will be informed and enhanced by drawing from these existing wells of expertise.

Over the next year, ADM(IE) can expect to see a more efficient and effective governance structure. As well, options for building on existing networks using available technology are being explored.

by Selina Bishop